

Project Management

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Organizational Influences

Projects can be part of an organization larger than the project

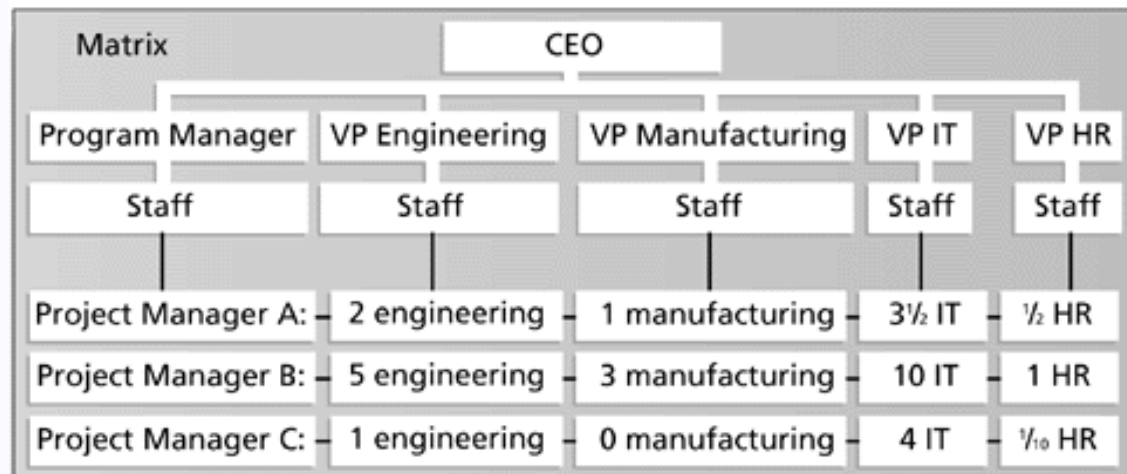
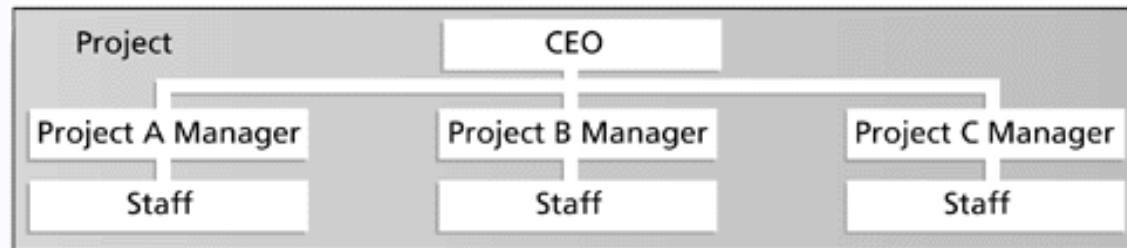
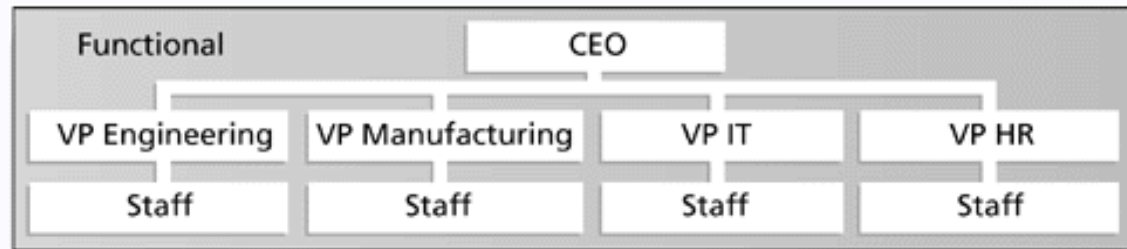
Projects can be the organization – joint ventures, partnering

Project-based organizations:

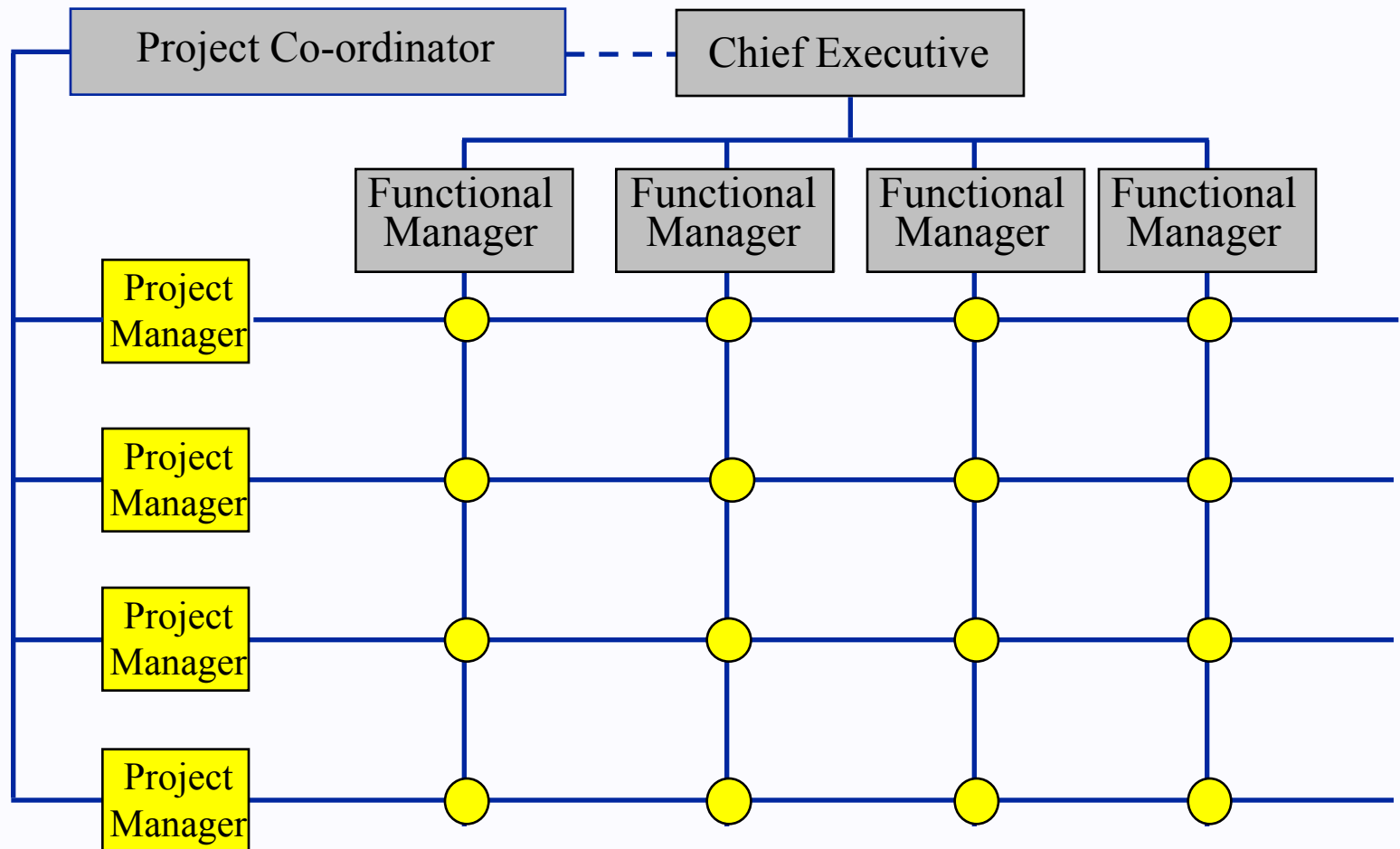
- Main operations by projects – architects, consultants, etc.
- Management by projects (multi) – management systems (financial, staff etc.)

Non project-based organizations (Functional or line organization)

Functional, Project, and Matrix Organizational Structures



Organization, Project vs. Functional





Functional organization

Responsibilities:

- Resource supply (Staff and material)
- Work performance (skills)
- Long-term development

Potential conflicts, Projects vs. Function:

- Resources (priorities, over allocation)
- Authority (Client, Project Manager, Functional Manager)

Organization Structure Influences on Projects

<div> <div>Organization Type</div> <div>Project Characteristics</div> </div>	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Limited	Low to Moderate	Moderate To High	High to Almost Total
Percent of Performing Organization's Personnel Assigned Full-time to Project Work	Virtually None	0-25%	15-60%	50-95%	85-100%
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Common Title for Project Manager's Role	Project Coordinator/ Project Leader	Project Coordinator/ Project Leader	Project Manager/ Project Officer	Project Manager/ Program Manager	Project Manager/ Program Manager
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

PMBOK Guide, p. 19



Top Management Commitment

Top management commitment:

- a key factor for project success

Help project managers to:

- Secure adequate resources
- Get approval for unique project needs
- Cooperation with people throughout the organization

Standish Group's report CHAOS 2001